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Talent Management

Understanding the revolving door phenomenon for retired mid-grade military officers, Hammond, Devin, Zayd, Matthew (MBA Report)

This project uses DOD databases and previously gathered information to sample retired field grade officers and understand the revolving door. It recognizes the revolving door as an efficient way to maximize HC and SC return and the public perception as an unfair practice. Results indicate that the 30–40 percent recaptured retired officer HC tracks DOD civilian hiring trends and represents less than 2 percent of DOD new GS civilian hires annually. Retired officers tend to stay in their second career for at least 10 years. The project concludes that rehiring retired officers allows the DOD to maintain its operational focus.

<http://hdl.handle.net/10945/51713>

Community Management

Navy community of practice for programmers and developers, MacFarlane, Cayanne (Cyber Systems and Operations)

The establishment of a Navy community of practice (CoP) for programmers and developers can significantly increase knowledge sharing, provide mentorship opportunities, increase cybersecurity of computer-dependent systems, and expose the Navy and industry to each other's cybersecurity needs and requirements, as well as best practices, tools, and techniques. Through the use of surveys, interviews, and observations conducted at the June 2016 HACKtheSKY Navy hackathon, it was discovered that there is a need and want for such a Navy CoP. CoP design and specific Tenth Fleet recommendations were drafted with focus on social interactions, operational structure, and lifecycle characteristics.

<http://hdl.handle.net/10945/51579>

Depth vs. breadth: talent management for special warfare, Krebs, William J. (Operations Management)

This thesis presents recommendations for improving officer talent management for Special Warfare units. With a particular focus on what constitutes adequate time in key leadership positions, this thesis examines talent management in Nordic SOF units, the Intelligence Community, Google, and elite college basketball teams. Based on how these exceptional organizations balance breadth vs. depth—and grounded in interviews with former four-star commanders and Defense Department leadership—the research determines that the current method of rotating field grade officers through key jobs every 12–

24 months is antithetical to the needs of Special Warfare. The thesis concludes with three recommendations to improve talent management for field grade Special Forces officers.

<http://hdl.handle.net/10945/51579>

Training

Towards a game-based periscope simulator for submarine officers tactical training, Vierira, Rodrigo (MOVES)

Currently, gaps in training exist between the professional courses a submarine officer attends over a career to learn and practice these skills. Following an instructional system design process, this thesis developed a 3D, game-based periscope tactical training prototype. This part-task training solution can provide feedback on predetermined performance measures, either automated, real-time, or post-hoc. The second part of this thesis used the prototype environment to investigate the impact of feedback type on performance. Results indicated that participants receiving real-time feedback had significantly better performance than those who received post-hoc feedback during an initial trial. Performance for both groups significantly improved for subsequent trials; by the third trial, however, significant differences were not observed for feedback type. Additionally, results of an exploratory analysis showed feedback type affected performance by age, time in service, and gaming experience.

<http://hdl.handle.net/10945/49409>

Learning competencies used in the U.S. Navy's Virtual Schoolhouse learning environment, Bower, Jennifer, Richmond, Jonathan (MBA Report)

We answered the following research questions: (1) which learning competencies can best be leveraged to support learning in a synchronous virtual-learning environment? (2) how can relevant learning competencies be transmitted to students during learning events? (3) which, if any, individual-level cognitive factors can be extracted during the pre-training phase that positively influence students' learning processes? and (4) which learning competencies can be added to existing models on learning in virtual environments? We discovered that virtual world efficacy is a meta-competency composed of autonomous learning, multiple level operation, and collaborative adaptability. Our research findings suggest that a student's capability to understand and learn in the virtual world is a broad competency and is a significant predictor of his/her success in the virtual environment.

<http://hdl.handle.net/10945/51651>

An analysis of personalized learning systems for Navy training and education settings, Robbins, Nathaniel (MBA Report)

Personalized learning is a methodology that enables the individual student to learn in a manner that best suits his or her aptitude, background, and learning style. This approach, while complex and expensive to implement, is quickly gaining traction as educational technology improves. The benefits of such a methodology to student outcomes and organizational efficiency could be substantial. In analyzing cost structures of three fundamental instructional models, long-run average total costs for each were found to be most sensitive to delivery of instruction, not content development or school infrastructure.

Fewer human teachers, less travel time, more cost-effective delivery of training, and a higher level of student performance make personalized learning an attractive alternative to the industrial model.

<http://hdl.handle.net/10945/51602>

Resilience

Resilience among students at the Basic Enlisted Submarine School, Trivette, AliceMary; Raigoza, Dominic; Gonzales, Melissa (MBA Report)

This study assesses resilience among Sailors at Basic Enlisted Submarine School (BESS), analyzing the effects of positive framing and how changes in resilience affect subjective well-being and perceived stress. An appreciative inquiry-based intervention was administered at two intervals to measure changes according to various scales (e.g., positive framing, perceived-stress scale, resilience, and subjective well-being). Findings suggest that the encouragement of social resilience helps buffer against stress and explains subjective well-being. Improvement of Sailor resilience may improve fleet readiness, productivity, retention, and morale. It is recommended that this study be expanded in scope from BESS to the entire submarine fleet to target and reduce unplanned attrition in the submarine community.

<http://hdl.handle.net/10945/51629>

Workforce Cost Management

Street to Navy Enlisted Sailor Costing, Bell, Huizinga, Neesmith, Wilson (MBA Report)

Street to Navy Enlisted Sailor Costing is a project to identify and analyze current total costs associated with the process of recruitment, entrance processing, and recruit training for transforming a civilian prospect into an enlisted Navy Sailor. The team identified the individual process within each organization, and then created a swimlane to track an individual through the process. The team identified comprehensive Navy cost activities at NAVCRUITCOM, USMEPCOM, and RTC, and then identified the fixed and variable costs to provide an estimated average cost per Sailor. The team analyzed the transformation process through the prospecting, applicant, and recruit phases.

<http://hdl.handle.net/10945/51647>

Retention

Relationship between timing of multiple retention bonuses and the quality of officers retained on the cost savings for the Navy; Casals, Marley (MBA)

Using the standard bonus system compared to the uniform price auction, the Quality Adjusted Discount (QUAD) auction, and Combinatorial Retention Auction Mechanism (CRAM), we determined which would

be most effective for maintaining quality officers in the community while meeting retention objectives and providing cost savings. We found that a quality auction system could provide cost savings as much as \$1,850,000 or could increase costs by as much as \$2,081,250, depending on community retention levels, even with increased individual bonus amounts. Additionally, from survey responses we were able to discern additional non-monetary incentives that surface warfare officers desire, which could be used to improve retention of quality officers in the future.

<http://hdl.handle.net/10945/51664>

Military retention: a holistic approach to understanding officer separation in the Navy Explosive Ordnance Disposal community, Gutierrez, Mark (Defense Analysis)

This thesis explores and identifies trends in officer separation within the Navy Explosive Ordnance Disposal (EOD) officer community. It blends analyses of a survey conducted on active duty EOD officers with interviews of former EOD officers to better understand why the community struggles to meet manning requirements at the eight-to ten-year mark. Analysis of the data indicates that family stability, leadership, military bureaucracy, and limited operational time each are factors in the community's retention problem. Of those, this thesis proposes that leadership focus on a factor it can influence—operational time. In particular, it proposes that longer tours and extending operational time for junior officers may mitigate officer separation.

<http://hdl.handle.net/10945/51709>

The use of reverse auction within the U.S. Army, Saal, Amy, Settembre, Steven (MBA Report)

This project examines the use of RAs within the Army Contracting Command (ACC) using E. Cory Yoder's Three Integrative Pillars for Success. Research questions focus on identifying best practices currently used within the contracting field. Data gathered through personal interviews with subject matter experts and practitioners of RA tools identifies whether current RA platforms deliver best value procurements and generate true cost savings. Interview questions target three key focus areas: personnel, platforms, and protocols. If the ACC is to utilize RAs in the most effective and efficient manner, it is essential to select the appropriate RA type, field the best platform, and implement the correct protocols to maximize the use of RAs. These three factors together will yield maximum savings while generating new process improvements that will enable the ACC to become a more efficient and lean organization.

<http://hdl.handle.net/10945/51608>

Recruiting

The effect of active duty presence on high quality enlisted accessions in the Marine Corps, Ferguson, Johnathan (Management)

This study examines the relationship between active duty Marine Corps locations and the accession of high quality enlisted personnel from 2000–2014. Using the distance measures from the GIS models as key independent variables, we estimate the correlation between proximity to Marine Corps locations

and test scores of enlisted personnel using multivariate linear regression and logit models. The results suggest that women, African Americans and high school graduates receive lower scores on the Armed Forces Qualification Test compared to men, whites and college graduates. Furthermore, the quality of personnel typically declines as distance increases, except for enlisted accessions located beyond the 100-mile radius, suggesting that the majority of high quality accessions come from rural regions. We also find that there is a greater probability of accessing exceptionally high quality enlistees if an individual's home of record is located beyond a 100-mile radius from an active duty location.

<http://hdl.handle.net/10945/51692>

Reserve Force Management

456 hours to train the reserve component: analysis of the impact of increased annual training requirements on 4th Assault Amphibian Battalion, (Management)

The study analyzes methods 4th Assault Amphibian Battalion uses to accomplish annual training requirements. Command chronology analysis and interviews provide exploratory insight to the unit's annual training model. Using command chronology data and interview transcripts, we develop a training model that can be used to improve training effectiveness and efficiency. We believe that adjusting how reserve units conduct 11 of the 18 annual general military training tasks will provide commanders additional time to focus on mission-essential task training.

<http://hdl.handle.net/10945/51721>

Retirement Reform

Analysis of the effectiveness of the retire tool when deciding between HIGH-36 retirement and blended TSP retirement, Gilreath, Nathan (MBA Report)

The purpose of this research was to evaluate the effectiveness of a previously developed retirement tool (RETIRE Tool) that allows service members to evaluate and compare the net present values (NPV) of the HIGH-36 retirement system (HIGH-36) and the blended Thrift Savings Plan retirement system (BRS) in order to make an informed retirement decision. The effectiveness of the RETIRE Tool was assessed through a before-and-after survey of military personnel at the Naval Postgraduate School. Service members who have less than 12 years of active service by December 31, 2017 can opt into the BRS between January 1, 2018 and December 31, 2018. The RETIRE Tool provides financial value estimates of the old retirement system compared to the new retirement system.

<http://hdl.handle.net/10945/51702>